

**City of Hutto
Public Safety Task Force
Final Report**

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Executive Summary

The Public Safety Task Force was created following the 2012 Insurance Service Office (ISO) Public Protection Classification (PPC) grading of the City of Hutto. On May 3, 2012 a workshop was held between the Hutto City Council and the Williamson County Emergency Services District #3 (WCESD #3) Board of Commissioners where this report was delivered identifying the improvements made in fire protection over the past 10-years. This report also noted the additional work that still needs to be done to maintain the new insurance rating as the community grows, and improve the rating so the City of Hutto can compete from an economical standpoint with the surrounding Williamson County cities. Following that meeting the City Council decided to look at all of the Public Safety disciplines in Hutto to determine what, if any, improvements needed to be made rather than just looking at fire protection.

Former Police Chief Peter Sheets was appointed as the Chair of this committee with Fire Chief Scott D. Kerwood assigned to assist. The Task Force, which was convened with both Subject Matter Experts and local citizens, began meeting in February 2013 receiving presentations, asking questions, and discussing and debating in order to become familiar with Public Safety in the Hutto Community and the needs of the Hutto Community. This work continued for X months. During this time period, the Hutto Police Chief position changed three times.

As the process continued it became clear to the Task Force that the City of Hutto needs to plan for future growth by providing a safe and secure community where people want to relocate for a higher quality of life. Currently four separate Public Safety Services protect Hutto residents. This may not be the most effective and efficient way, or safest way, to deliver services to the residents and visitor of the community. It is the responsibility of the City of Hutto to look after its residents and visitors by meeting their safety and security needs. Therefore the City of Hutto must be the voice in how these services are delivered.

The Task Force found their recommendations and action items can serve as a roadmap for the *Public Safety Policy* outlined in the *City of Hutto Strategic Guide - 2035*. In fact,

Executive Summary

all of the recommendations and action items presented in this report tie directly in to one or more of the policy statements identified in this guide. In turn, this helps the Hutto City Council plan for growth and service delivery to current and future residents.

The recommendations of the Public Safety Task Force are the products of discussions focused around key findings and observations, including, but not limited to:

- Failure to keep up with the growth of the City of Hutto Public Safety delivery so as to keep the citizens safe and secure.
- Planning for the anticipated growth over the next 20 years.
- Exercising more control over all Public Safety disciplines that deliver services to the City of Hutto.

The Task Force recognizes that solutions to most all of the challenges of Public Safety are tied directly to dollars. However, the Task Force believes that it is possible to work within these constraints to improve the Public Safety system. Problems and issues can be solved by establishing performance metrics tied directly to the recommendations and action items that create agency accountability to the public served by the system. The Public Safety Task Force is delivering this report with the belief that the implementation of the recommendations and observations included herein will lead to a better, more effective and efficient Public Safety System in the City of Hutto.

Task Force Overview

The goal of the Public Safety Task Force was to assist in the development of a comprehensive safety plan for the Hutto Community by identifying various components necessary for the safety and security of residents and visitors. The Public Safety Task Force has served in an advisory capacity only; preparing a final executive report, and making recommendations to the Hutto City Council for their findings and conclusions. This report is intended to serve as a roadmap in the *Public Safety Policy* outlined in the *City of Hutto Strategic Guide - 2035*.

This plan will be the key to the future of excellence in the provision of public safety services by the City of Hutto. This task force process thus allowed for:

- Building relationships that lead to collaboration and effectiveness for planning and improving, implementing, and leading all aspects of public safety in Hutto.
- Gain clear knowledge and perspective of the current system, the gaps associated with it, opportunities for improvement, and future issues in public safety.
- Experience in collaborative planning and improvements to directly address issues within a cross-functional conversation of public safety leaders.
- Provide a written executive summary of recommendations for the comprehensive public safety plan for the Hutto City Council to use in planning major improvements for the next 20 years.

The task force identified strategies and action items, including recommendations for implementing components by public safety discipline, for which the task force deems as appropriate in achieving excellence in public safety. The City of Hutto has a tremendous opportunity to leverage its collective public safety assets and develop into a highly recognized delivery system through the implementation of the recommendations of this task force.

Task Force Members

The following list provides the name and affiliation of each Public Safety Task Force member.

Member

Scott D. Kerwood, Co-Chair

Peter Sheets, Co-Chair

Rick Stone, Co-Chair

Bill Gardner

Ed Tydings

Michelle Porter

Jarred Thomas

Doug Gaul

Michael Cooper

Title / Agency

Fire Chief, Hutto Fire Rescue

Former Police Chief, Hutto Police Department

Former Interim Police Chief, Hutto Police Department

Fire Chief, Leander Fire Department

Commander, WILCO Emergency Medical Services

Captain, WILCO Emergency Communications

Coordinator, WILCO Emergency Management

Hutto Resident, Business Owner

Hutto Resident

Task Force Process

Public Safety Task Force meetings were held from February 2013 through 2014. The Task Force received presentations by 10 representatives of local and regional public safety related agencies and allied government organizations and Subject Matter Experts.

<u>Speaker</u>	<u>Focus</u>	<u>Outcome</u>	<u>Organization</u>	<u>Presentation Date</u>
Scott Kerwood	Fire Insurance Rating	<i>Understanding Hutto ISO-PPC Rating</i>	Hutto Fire Rescue	2/20/13
Alvin Langford	County Valuation & Growth	<i>Understanding Demographic Trends</i>	Williamson County Appraisal District	5/29/13
Joey Grisham	Economic Projections	<i>Understanding Economic Trends</i>	Hutto Economic Development Corporation	6/26/13
Will Guerin	Municipal Projections	<i>Understanding Municipal Trends</i>	City of Hutto	7/31/13
Doug Killian	School District Demographics	<i>Understanding District Trends</i>	Hutto Independent School District	8/28/13
Micah Grau	Strategic Plan & Direction	<i>Understanding Strategic Direction</i>	City of Hutto	9/25/13
Bill Gardner	Fire & Emergency Medical Services	<i>Understanding Fire & Medical</i>	Leander Fire Department	10/30/13
Michelle Porter	Emergency Communications	<i>Understanding Communications Needs</i>	Williamson County Emergency Communications	1/22/14
Rick Stone	Police Services	<i>Understanding Police Needs</i>	Hutto Police Department	2/21/14
James Mallinger	Emergency Management	<i>Understanding Emergency Management Needs</i>	Cedar Park Fire Department	3/26/14

Additionally, meetings were held to review and finalize the report prior to the presentation to the Hutto City Council. During these meetings Task Force members discussed the action items and recommendations in order to provide for the highest quality of service delivery to the citizens of the Hutto Community. A detailed overview of the process followed by the Public Safety Task Force to reach their recommendations is contained in Appendix 3.

Recommendations Summary

The Public Safety Task Force spent several meetings, as well as time outside of the meetings, working to create and prioritize their recommendations. The summary of recommendations are listed below. Reviewing the full recommendations and key observations, the Public Safety Task Force realizes that not everything can be accomplished at one time. However, these top priorities must be addressed in order to immediately begin improving public safety in the City of Hutto. Once this occurs, then the remaining recommendations can be strategically implemented. Full recommendations and key observations are included in the following section. Implementation considerations and supplemental information are included in Appendix 1 and Appendix 2.

FIRE

- Purchase the land for Fire Station #2, Fire Station #3, and Fire Station #4.
- Build, equip, and staff Fire Station #2 and Fire Station #3.
- Consolidate Hutto Fire Rescue personnel under the City of Hutto so that all fire protection personnel staff align under the city's chain-of-command.

POLICE

- Increase the number of police officers to meet projected response needs.
- Provide facilities, equipment, and vehicles that will accommodate an expanded police force.

EMERGENCY MEDICAL SERVICES

- Monitor the current EMS delivery model and make changes that specifically benefit the citizens of Hutto.
- Increase the delivery of emergency medical services (EMS) to the citizens of Hutto by Williamson County Emergency Medical Services via Hutto dedicated EMS units or implement a fire-based EMS system.

Recommendations Summary

EMERGENCY COMMUNICATIONS

- Implement a City of Hutto oversight committee to monitor the services provided by Williamson County Emergency Communications to the Hutto Public Safety agencies.
- Maintain the current arrangement of dispatching services with Williamson County Emergency Communications for both Hutto Police Department and Hutto Fire Rescue, but make changes as the population and call volume of both agencies increase by adding Public Safety agency specific dedicated dispatchers.

EMERGENCY MANAGEMENT

- Maintain the current arrangement under the Williamson County Emergency Management Plan for the City of Hutto, but make changes as the population increases.

Full Recommendations / Key Observations

The Public Safety Task Force spent several meeting, as well as time outside of the meetings, working to create and prioritize their recommendations. The recommendations, by Public Safety discipline, are listed below with supplemental information and recommended action steps/measures for success of each included in Appendix 1 and Appendix 2.

FIRE (Year 2015 – 2020)

Recommendation: Facilities / Apparatus / Personnel

- A. Acquire land for Fire Station #2, Fire Station #3, and Fire Station #4.**
- B. Build, equip, and staff Fire Station #2 south of US 79 along FM 685 as indicated in the ISO-PPC report dated February 1, 2012.**
- C. Consolidate WCESD #3 fire department personnel under the City of Hutto.**
- D. Build, equip, and staff Fire Station #3 south of US 79 along FM 1660 as indicated in the ISO-PPC report dated February 1, 2012.**

Key Observations:

This need was identified by an independent outside Subject Matter Expert in the 2012 ISO-PPC report, delivered to the Hutto City Council on May 3rd, 2012, as a shortfall to meet the current fire protection requirements for the City of Hutto. In fact, these are two of three facilities that are currently needed for the present population. The current fire protection provider, Williamson County Emergency Services District #3, is not able to provide additional facilities, apparatus, or personnel due to current State of Texas laws which limit taxation to \$0.10 per \$100 property valuation. The determination for these facilities was based on the 2012 population, travel distances, and travel times. Any growth in population is not counted in the fire protection needs after the 2012 ISO-PPC evaluation.

FIRE (Year 2020 – 2025)

Recommendation: Facilities / Apparatus / Personnel

- A. Build, equip, and staff Fire Station #4 north of US 79 along FM 1660 as indicated in the ISO-PPC report dated February 1, 2012.**

Full Recommendations / Key Observations

- B. Conduct a facility review and determine the need to expand current Fire Stations or build, equip, and staff additional Fire Station(s) as indicated in the new ISO-PPC report that will be conducted in 2022.**

Key Observations:

The need for a fourth fire station was identified by an independent outside Subject Matter Expert in the 2012 ISO-PPC report, delivered to the Hutto City Council on May 3rd, 2012, as a shortfall to meet the current fire protection requirements for the City of Hutto. In fact, this is one of three facilities identified as needed for the present population of Hutto. The current fire protection provider, Williamson County Emergency Services District #3, is not able to provide additional facilities, apparatus, or personnel due to current State of Texas laws which limit taxation, to \$0.10 per \$100 property valuation. The determination for these facilities was based on the 2012 population, travel distances, and travel times. Any growth in population is not counted in the fire protection needs after the 2012 ISO-PPC evaluation. Also, a new fire protection classification evaluation is conducted every 10-years by ISO. Therefore a new fire insurance grading will be conducted in 2022 which will identify additional facilities, apparatus, and personnel needs based on the 2022 population, travel distances, and travel times.

FIRE (Year 2025 – 2030)

Recommendation: Facilities / Apparatus / Personnel

- A. Conduct a facility review and determine the need to expand current Fire Stations or build, equip, and staff additional Fire Station(s) as indicated in the new ISO-PPC report that will be conducted in 2022.**

Key Observations:

The determination for these facilities will be based on the 2022 population, travel distances, and travel times in order to meet the delivery of fire protection services. As before, this need will be identified by an independent outside Subject Matter Expert to help identify requirements for the City of Hutto.

Full Recommendations / Key Observations

FIRE (Year 2030 – 2035)

Recommendation: Facilities / Apparatus / Personnel

- A. Conduct a facility review and determine the need to expand current Fire Stations or build, equip, and staff additional Fire Station(s) as indicated in the new ISO-PPC report that will be conducted in 2022 and in 2032.**

Key Observations:

The determination for these facilities will be based on the 2022 and 2032 populations, travel distances, and travel times in order to meet the delivery of needed fire protection services. As before, this need will be identified by an independent outside Subject Matter Expert to help identify requirements for the City of Hutto.

POLICE (Year 2015 – 2020)

Recommendation: Facilities / Apparatus / Personnel

- A. Add five (5) additional police officers and vehicles each year.**
B. Lease, purchase, or build a larger building to house the police department.

Key Observation:

Hutto Police Department operates on number of calls that can be answered based on the current staffing model. Currently Hutto Police Department is staffed to handle two (2) simultaneous calls for service. Anything else requires outside assistance from either a surrounding town or from Williamson County. By adding five (5) police officers per year it will allow the ability to answer seven (7) simultaneous calls for service in 10-years based on a projected population of 54,000. This bottom up staffing allows for the expansion of service delivery, positions, and functions within Hutto Police Department.

POLICE (Year 2020 – 2025)

Recommendation: Facilities / Apparatus / Personnel

- A. Add five (5) additional police officers and vehicles each year.**

Full Recommendations / Key Observations

- B. Conduct a facility review and determine the need to expand current police facilities or lease, purchase, or build a larger building to house the police department.**

Key Observation:

Hutto Police Department operates on number of calls that can be answered based on the current staffing model. Currently Hutto Police Department is staffed to handle two (2) simultaneous calls for service. Anything else requires outside assistance from either a surrounding town or from Williamson County. By adding five (5) police officers per year it will allow the ability to answer seven (7) simultaneous calls for service in 10-years based on a projected population of 54,000. This bottom up staffing allows for the expansion of service delivery, positions, and functions within Hutto Police Department.

POLICE (Year 2025 – 2030)

Recommendation: Facilities / Apparatus / Personnel

- A. Conduct a review to determine the need to add five (5) additional police officers and vehicles each year.**
- B. Conduct a facility review and determine the need to expand current police facilities or lease, purchase, or build a larger building to house the police department.**

Key Observation:

Hutto Police Department operates on number of calls that can be answered based on the current staffing model. Currently Hutto Police Department is staffed to handle two (2) simultaneous calls for service. Anything else requires outside assistance from either a surrounding town or from Williamson County. By adding five (5) police officers per year it will allow the ability to answer seven (7) simultaneous calls for service in 10-years based on a projected population of 54,000. This bottom up staffing allows for the expansion of service delivery, positions, and functions within Hutto Police Department.

Full Recommendations / Key Observations

POLICE (Year 2030 – 2035)

Recommendation: Facilities / Apparatus / Personnel

- A. Conduct a review to determine the need to add five (5) additional police officers and vehicles each year.**
- B. Conduct a facility review and determine the need to expand current police facilities or lease, purchase, or build a larger building to house the police department.**

Key Observation:

Hutto Police Department operates on number of calls that can be answered based on the current staffing model. Currently Hutto Police Department is staffed to handle two (2) simultaneous calls for service. Anything else requires outside assistance from either a surrounding town or from Williamson County. By adding five (5) police officers per year it will allow the ability to answer seven (7) simultaneous calls for service in 10-years based on a projected population of 54,000. This bottom up staffing allows for the expansion of service delivery, positions, and functions within Hutto Police Department.

EMS (Year 2015 – 2020)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain the current model but continue to monitor for the best delivery method possible.**
- B. Study the feasibility of adding one Hutto dedicated EMS vehicle per fire station.**

Key Observation:

EMS in Williamson County, as well as the United States, is undergoing changes that are all not currently predictable. Therefore, the current delivery model, while acceptable at this time, may not remain that way. Therefore this delivery model must be constantly evaluated. Whether this service is continued to be delivered by WCEMS or moved to Hutto Fire Rescue is not predictable at this time. However, as the community grows

Full Recommendations / Key Observations

sharing units with other cities and the rest of the county is not the best delivery model for Hutto residents.

EMS (Year 2020 – 2025)

Recommendation: Facilities / Apparatus / Personnel

- A. Add one Hutto dedicated EMS vehicle per fire station.**
- B. Implement Paramedic Engine Companies.**

Key Observation:

EMS in Williamson County, as well as the United States, will be undergoing changes that are all not currently predictable. However, the City of Hutto must have ambulances that are dedicated to the citizens of this community. Whether these units are WCEMS or Hutto Fire Rescue is not predictable at this time. However, sharing units with other cities and the rest of the county is not the best delivery model for Hutto residents.

EMS (Year 2025 – 2030)

Recommendation: Facilities / Apparatus / Personnel

- A. Add one Hutto dedicated EMS vehicle per fire station.**
- B. Conduct a review and determine the need to expand Paramedic Engine Companies.**
- C. Implement a Community Paramedic Program.**

Key Observation:

EMS in Williamson County, as well as the United States, will be undergoing changes that are all not currently predictable. However, the City of Hutto must have ambulances that are dedicated to the citizens of this community. Whether these units are WCEMS or Hutto Fire Rescue is not predictable at this time. However, sharing units with other cities and the rest of the county is not the best delivery model for Hutto residents.

EMS (Year 2030 – 2035)

Recommendation: Facilities / Apparatus / Personnel

- A. Add one Hutto dedicated EMS vehicle per fire station.**

Full Recommendations / Key Observations

- B. Conduct a review and determine the need to expand Paramedic Engine Companies.**
- C. Conduct a review and determine the need to expand the Community Paramedic Program.**

Key Observation:

EMS in Williamson County, as well as the United States, will be undergoing changes that are all not currently predictable. However, the City of Hutto must have ambulances that are dedicated to the citizens of this community. Whether these units are WCEMS or Hutto Fire Rescue is not predictable at this time. However, sharing units with other cities and the rest of the county is not the best delivery model for Hutto residents.

COMMUNICATIONS (Year 2015 – 2020)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain current delivery model under WCEC.**
- B. Develop a City of Hutto oversight program within the WCEC system.**
- C. Add dedicated Hutto Police Department dispatchers to the WCEC system.**

Key Observation:

The current system meets the stringent requirements that are graded for by ISO. To duplicate these and still maintain or improve the ISO-PPC rating would be cost prohibitive for the City of Hutto. In fact it would negatively impact the ISO-PPC rating before the City of Hutto could replicate the current services of WCEC. However, there must be more oversight into the dispatching process for the City of Hutto. A local governmental oversight Board that includes all agencies that WCEC provides services to is required. Additionally, as Hutto Police Department adds units and call volume increases, dedicated dispatches must be added. Sharing dispatcher with other cities and the rest of the county is not the best delivery model for Hutto residents.

Full Recommendations / Key Observations

COMMUNICATIONS (Year 2020 – 2025)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain current delivery model under WCEC.**
- B. Continue the City of Hutto oversight program within the WCEC system.**
- C. Conduct a review and determine the need to expand dedicated Hutto Police Department dispatchers to the WCEC system.**

Key Observation:

The current system meets the stringent requirements that are graded for by ISO. To duplicate these and still maintain or improve the ISO-PPC rating would be cost prohibitive for the City of Hutto. In fact it would negatively impact the ISO-PPC rating before the City of Hutto could replicate the current services of WCEC. However, there must be more oversight into the dispatching process for the City of Hutto. A local governmental oversight Board that includes all agencies that WCEC provides services to is required. Additionally, as Hutto Police Department adds units and call volume increases, dedicated dispatches must be added. Sharing dispatcher with other cities and the rest of the county is not the best delivery model for Hutto residents.

COMMUNICATIONS (Year 2025 – 2030)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain current delivery model under WCEC.**
- B. Continue the City of Hutto oversight program within the WCEC system.**
- C. Conduct a review and determine the need to expand dedicated Hutto Police Department dispatchers to the WCEC system.**
- D. Add dedicated Hutto Fire Rescue dispatchers to the WCEC system.**

Key Observation:

The current system meets the stringent requirements that are graded for by ISO. To duplicate these and still maintain or improve the ISO-PPC rating would be cost prohibitive for the City of Hutto. In fact it would negatively impact the ISO-PPC rating before the City of Hutto could replicate the current services of WCEC. However, there must be more oversight into the dispatching process for the City of Hutto. A local

Full Recommendations / Key Observations

governmental oversight Board that includes all agencies that WCEC provides services to is required. Additionally, as Hutto Police Department adds units and call volume increases, dedicated dispatches must be added. The same is true for Hutto Fire Rescue. Sharing dispatcher with other cities and the rest of the county is not the best delivery model for Hutto residents.

COMMUNICATIONS (Year 2030 – 2035)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain current delivery model under WCEC.**
- B. Continue the City of Hutto oversight program within WCEC system.**
- C. Conduct a review and determine the need to expand dedicated Hutto Police Department dispatchers to the WCEC system.**
- D. Conduct a review and determine the need to expand dedicated Hutto Fire Rescue dispatchers to the WCEC system.**

Key Observation:

The current system meets the stringent requirements that are graded for by ISO. To duplicate these and still maintain or improve the ISO-PPC rating would be cost prohibitive for the City of Hutto. In fact it would negatively impact the ISO-PPC rating before the City of Hutto could replicate the current services of WCEC. However, there must be more oversight into the dispatching process for the City of Hutto. A local governmental oversight Board that includes all agencies that WCEC provides services to is required. Additionally, as Hutto Police Department adds units and call volume increases, dedicated dispatches must be added. The same is true for Hutto Fire Rescue. Sharing dispatcher with other cities and the rest of the county is not the best delivery model for Hutto residents.

Full Recommendations / Key Observations

EMERGENCY MANAGEMENT (Year 2015 – 2020)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain current delivery model under the Williamson County Emergency Management Plan.**
- B. Maintain the Emergency Operations Center at Fire Station #1.**
- C. Maintain the Emergency Management Coordinator as a job share position.**

Key Observation:

This will be driven by the growth of the City of Hutto and Williamson County. Also it will be predicated on the demands from the State of Texas and from the Federal government.

EMERGENCY MANAGEMENT (Year 2020 – 2025)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain current delivery model under the Williamson County Emergency Management Plan.**
- B. Maintain the EOC at Fire Station #1.**
- C. Maintain the Emergency Management Coordinator as a job share position.**

Key Observation:

This will be driven by the growth of the City of Hutto and Williamson County. Also it will be predicated on the demands from the State of Texas and from the Federal government.

EMERGENCY MANAGEMENT (Year 2025 – 2030)

Recommendation: Facilities / Apparatus / Personnel

- A. Maintain current delivery model under the Williamson County Emergency Management Plan.**
- B. Maintain the EOC at Fire Station #1.**
- C. Maintain the Emergency Management Coordinator as a job share position.**

Full Recommendations / Key Observations

Key Observation:

This will be driven by the growth of the City of Hutto and Williamson County. Also it will be predicated on the demands from the State of Texas and from the Federal government.

EMERGENCY MANAGEMENT (Year 2030 – 2035)

Recommendation: Facilities / Apparatus / Personnel

- 1. Develop the City of Hutto Emergency Management Agency.**
- 2. City of Hutto hires its own Emergency Management Coordinator that is not a dual purpose job.**
- 3. City of Hutto develops its own Emergency Management Plan.**
- 4. Establish a new and permanent Hutto EOC.**

Key Observation:

This will open up funding opportunities for the City of Hutto that currently do not exist under the WILCO plan. All of this will be driven by the growth of the City of Hutto and Williamson County. Also it will be predicated on the demands from the State of Texas and from the Federal government.

Conclusion

The Hutto Public Safety Task Force carefully considered all information provided to them, and ultimately were able to develop an understanding of the challenges and opportunities facing the City of Hutto and the Hutto Community. Based on information gleaned during this XX month process, the Task Force created and prioritized their recommendations which were previously listed. The recommendations address the current public safety system deficiencies with the mindset of maintaining effectiveness and efficiency while improving the overall quality and excellence to the City of Hutto. The Public Safety Task Force is hopeful that the City of Hutto City Council will fully approve and fund the implementation of these recommendations by the 5-year implementation schedule as outlined. Specifically, the Task Force asks the Hutto City Council to endorse the recommendations in this report and to release funds to begin the implementation of the recommendations.

Each member of the Task Force would like to extend their gratitude to the Hutto City Council for the opportunity to serve the community through their participation on the Public Safety Task Force. In addition, each member would like to extend their appreciation to all of the SMEs who contributed their time and expertise to help the Task Force understand the challenges and opportunities of the Public Safety system. While the Task Force members were selected to represent a wide variety of perspectives on the issues of improving Public Safety for Hutto, everyone shared a deep commitment to the well-being and vitality of our community. In the best spirit of citizen engagement, through many hours of education, discussion, and debate, the Task Force was able to reach consensus on the recommendations that can make the most impact on Public Safety in Hutto thus protecting residents and visitors alike. Finally, the Task Force is humbled to serve the citizens of Hutto, and would encourage more citizens to become involved in the Task Force process should the opportunity arise. Only through working together will we be able to truly make a difference. This process is truly Texans helping Texans!

Appendix 1: Action Items

Year	Discipline	Recommendation	Strategic Guide Policy	Completion Date
2015 - 2020	Fire	<ul style="list-style-type: none"> • Purchase all fire station lands • Build Fire Station #2 • Purchase Ladder & Engine • Add Personnel (4 x 3 x 2) • Consolidate all current and future fire personnel under the City of Hutto 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Economic Development (S) • Growth Guidance (S) 	2020
		<ul style="list-style-type: none"> • Build Fire Station #3 • Purchase Rescue & Engine • Add Personnel (4 x 3 x 2) 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Economic Development (S) • Growth Guidance (S) 	2020
	Police	<ul style="list-style-type: none"> • Purchase Vehicles (5 x 5) • Add Personnel (5 x 5) • Lease, purchase, or build a larger Police Station 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Economic Development (S) • Growth Guidance (S) 	2020
	Emergency Medical Services	<ul style="list-style-type: none"> • Maintain current model with WCEMS • Study the feasibility of expanding EMS in Hutto 	<ul style="list-style-type: none"> • Public Safety (P) • Quality of Life (S) • Service Delivery (S) 	2020
	Emergency Communications	<ul style="list-style-type: none"> • Maintain current model with WCEC • City of Hutto oversight • Dedicated Hutto Police Department Dispatchers 	<ul style="list-style-type: none"> • Public Safety (P) • Quality of Life (S) • Service Delivery (S) 	2020
	Emergency Management	<ul style="list-style-type: none"> • Maintain current model with WCEMA • Maintain EOC at Fire Station #1 • Hutto Emergency Management Coordinator – Fire Chief 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) 	2020

Appendix 1: Action Items

Year	Discipline	Recommendation	Strategic Guide Policy	Completion Date
2020 - 2025	Fire	<ul style="list-style-type: none"> • Build Fire Station #4 • Purchase Engine • Add Personnel (4 x 3) • Build Fire Station(s) as needed based on 2022 ISO-PPC evaluation • Purchase Apparatus as needed based on 2022 ISO-PPC evaluation • Add Personnel (4 x 3 per vehicle) as needed based on 2022 ISO-PPC evaluation 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Economic Development (S) • Growth Guidance (S) 	2025
	Police	<ul style="list-style-type: none"> • Add Personnel (5 x 5) • Purchase Vehicles (5 x 5) • Review the need to lease, purchase, or build a larger Police Station 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Economic Development (S) • Growth Guidance (S) 	2025
	Emergency Medical Services	<ul style="list-style-type: none"> • Add EMS vehicles at each fire station dedicated to the City of Hutto (WCEMS or HFR) • Implement Paramedic Engine Companies at each fire station 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Growth Guidance (S) 	2025
	Emergency Communications	<ul style="list-style-type: none"> • Maintain current model with WCEC • City of Hutto oversight • Dedicated Hutto Police Department Dispatchers 	<ul style="list-style-type: none"> • Public Safety (P) • Quality of Life (S) • Service Delivery (S) 	2025
	Emergency Management	<ul style="list-style-type: none"> • Maintain current model with WCEMA • Maintain EOC at Fire Station #1 • Hutto Emergency Management Coordinator – Fire Chief 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) 	2025

Appendix 1: Action Items

Year	Discipline	Recommendation	Strategic Guide Policy	Completion Date
2025 - 2030	Fire	<ul style="list-style-type: none"> Build Fire Station(s) as needed based on 2022 ISO-PPC evaluation Purchase Apparatus as needed based on 2022 ISO-PPC evaluation Add Personnel (4 x 3 per vehicle) as needed based on 2022 ISO-PPC evaluation 	<ul style="list-style-type: none"> Public Safety (P) Fiscal & Budgetary (S) Quality of Life (S) Service Delivery (S) Economic Development (S) Growth Guidance (S) 	2030
	Police	<ul style="list-style-type: none"> Lease, purchase, or build as needed a larger or additional Police station(s) As needed purchase Vehicles (5 x 5) As needed add Personnel (5 x 5) 	<ul style="list-style-type: none"> Public Safety (P) Fiscal & Budgetary (S) Quality of Life (S) Service Delivery (S) Economic Development (S) Growth Guidance (S) 	2030
	Emergency Medical Services	<ul style="list-style-type: none"> Add EMS vehicles at each fire station dedicated to the City of Hutto (WCEMS or HFR) Continue Paramedic Engine Companies at each fire station. Implement Community Paramedic Program 	<ul style="list-style-type: none"> Public Safety (P) Fiscal & Budgetary (S) Quality of Life (S) Service Delivery (S) Growth Guidance (S) 	2030
	Emergency Communications	<ul style="list-style-type: none"> Maintain current model with WCEC City of Hutto oversight Dedicated Hutto Police Department Dispatchers Dedicated Hutto Fire Rescue Dispatchers 	<ul style="list-style-type: none"> Public Safety (P) Quality of Life (S) Service Delivery (S) 	2030
	Emergency Management	<ul style="list-style-type: none"> Maintain current model with WCEMA Maintain EOC at Fire Station #1 Hutto Emergency Management Coordinator – Fire Chief 	<ul style="list-style-type: none"> Public Safety (P) Fiscal & Budgetary (S) Quality of Life (S) Service Delivery (S) 	2030

Appendix 1: Action Items

Year	Discipline	Recommendation	Strategic Guide Policy	Completion Date
2030 - 2035	Fire	<ul style="list-style-type: none"> • Build Fire Station(s) as needed based on 2032 ISO-PPC evaluation • Purchase Apparatus as needed based on 2032 ISO-PPC evaluation • Add Personnel (4 x 3 per vehicle) as needed based on 2032 ISO-PPC evaluation 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Economic Development (S) • Growth Guidance (S) 	2035
	Police	<ul style="list-style-type: none"> • Lease, purchase, or build as needed a larger or additional Police station(s) • As needed purchase Vehicles (5 x 5) • As needed add Personnel (5 x 5) 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Economic Development (S) • Growth Guidance (S) 	2035
	Emergency Medical Services	<ul style="list-style-type: none"> • Add EMS vehicles at each fire station dedicated to the City of Hutto (WCEMS or HFR) • Continue Paramedic Engine Companies at each fire station. • Continue Community Paramedic Program 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) • Growth Guidance (S) 	2035
	Emergency Communications	<ul style="list-style-type: none"> • Maintain current model with WCEC • City of Hutto oversight • Dedicated Hutto Police Department Dispatchers • Dedicated Hutto Fire Rescue Dispatchers 	<ul style="list-style-type: none"> • Public Safety (P) • Quality of Life (S) • Service Delivery (S) 	2035
	Emergency Management	<ul style="list-style-type: none"> • Establish City of Hutto Emergency Management Agency • Develop City of Hutto Emergency Management Plan • Develop a new EOC • Full-time Hutto EMC position 	<ul style="list-style-type: none"> • Public Safety (P) • Fiscal & Budgetary (S) • Quality of Life (S) • Service Delivery (S) 	2035

Appendix 2: Supplemental Information

This section contains additional information that is designed to clarify the recommendations made throughout this report. The intent of this appendix is to define terms and/or references contained in the recommendations and observations, and to provide additional information about on-going efforts that are related to the implementation of the Public Safety Task Force report. Supplemental information is provided only where appropriate, therefore, all recommendations are not individually listed below. Each item that is listed is identified by Public Safety discipline.

FIRE

Correct the deficiencies noted in the 2012 Insurance Service Office (ISO) – Public Protection Classification (PPC) report delivered to the Hutto City Council on May 3rd, 2012.

ISO is an independent organization that serves insurance companies, fire departments, insurance regulators, communities and others by providing information about risk. ISO's staff collects information about municipal fire protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a Public Protection Classification — a number from 1 to 10. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria. The City of Hutto ISO-PPC report identifies improvements which, if implemented, will assist the City of Hutto in improving the fire protections classification for all areas within the boundary of the City of Hutto afforded fire hydrant protection. Also, when the City of Hutto takes on the responsibilities of improving the fire protections services to its citizens, then they will need to have the current fire protection staff of Williamson County Emergency Services District #3 moved under the city's authority so as that all fire protection staff align under the city's chain-of-command.

POLICE

Implement the “Hutto Police Department Ten Year Staffing Plan” presented by Former Interim Police Chief Rick Stone to the City Manager.

Appendix 2: Supplemental Information

Per the FBI in 2010, the national average for police officers per thousand population for a city the size of Hutto is 1.9 or a total of 38 police officers in Hutto today based on our current population of approximately 20,000. Hutto Police Department's community policing strategy allows the providing of quality police services at a staffing level of 11 officers below the national average. This staffing plan is based therefore on answering number of emergencies instead of police officers per thousand population.

EMERGENCY MEDICAL SERVICES

Increase the delivery of emergency medical services (EMS) to the citizens of Hutto by Williamson County Emergency Medical Services through Hutto dedicated EMS units or implement a fire-based EMS system.

The Patient Protection and Affordable Care Act (a.k.a. Obama Care) is changing the face of emergency medical services in the United States. What has been traditional delivery models in the past will not be delivery models in the future. EMS systems must objectively justify their role in the health care process. They must show that the care and transportation they provide is necessary and delivered in an effective and economical manner. The City of Hutto must consider costs, access, timely response, and quality of patient care when determining the best way to protect its citizens. Whether through a third-service provider such as Williamson County Emergency Medical Services or through fire-based EMS delivered by Hutto Fire Rescue, Hutto City Council must determine the optimal choice for providing pre-hospital emergency care services. While it is almost impossible to predict at this time the direction of community health care over the next several years, what is predictable is that the City of Hutto resident's safety comes before the rest of Williamson County and therefore require EMS dedicated to the City of Hutto and its residents.

EMERGENCY MANAGEMENT

Based on the growth of the City of Hutto and Williamson County, and by increased emergency management demands handed down from the State of Texas and the

Appendix 2: Supplemental Information

Federal Government, continue to review the need to develop a City of Hutto Emergency Management Department or Division that includes the development and implementation of the city's own emergency management plan.

Emergency management continues to take on a stronger roll all across the State of Texas. Many of the requirements coming from the state government and the federal government are disaster driven and population driven. And most all of these requirements have some type of financial implication attached to them. Currently all of these requirements and funds are funneled through and taken care of by Williamson County Emergency Management. Consequently this makes the City of Hutto ineligible for any type of grant dollars by being under the Williamson County system. Therefore as the population continues to grow the City of Hutto will need to evaluate the need for more local control over its own emergency management needs and access to federal and state grant programs.

Appendix 3: Detailed Process Overview

About the Process

The design process was developed based on the belief that citizens have a critical role to play in the future of the local community and that when these citizens engage in well designed, informed, and inclusive processes, they will create authentic visions and strategies for their communities. This helps establish buy-in from the public as a whole who generally view the ideas and plans of governments, especially those involving financial decisions, with some sort of skepticism.

The design process was established with a goal to bring together a group of City of Hutto residents, business persons, and various Subject Matter Experts (SMEs), led by co-chairs Police Chief Peter Sheets and Fire Chief Scott D. Kerwood, to complete the charge of the Task Force. The co-chairs were selected by City Manager David Mitchell because of their community commitment and leadership as well as being SMEs in the field of Public Safety. Midway through the process however Chief Sheets was replaced by Interim Police Chief Rick Stone. Chief Stone remained a member of the Task Force throughout the remainder of the presentations, development of the action items, and the recommendations until his departure in July.

The members of the Task Force were selected from Hutto residents as well as business owners with content expertise and experience in the safety arenas. Final selection was made on a number of factors including interest and ability to commit time. These members were selected by Chief Sheets with final approval from Assistant City Manager Micah Grau.

The charge from the Hutto City Council was to develop a comprehensive Public Safety plan to serve as a roadmap for the *Public Safety Policy* outlined in the *City of Hutto Strategic Guide – 2035*. Therefore the overall goal of the design process was to orient, introduce, and inform members of the Task Force about the growth challenges facing the City of Hutto and the Hutto Community, including information regarding the current state of Hutto Public Safety agencies. After this information was presented, the Task

Appendix 3: Detailed Process Overview

Force established for itself decision-making criteria which were applied in making recommendations back to the City of Hutto City Council.

Under the leadership of the co-chairs, the Task Force met for 10 presentations and XX work sessions, lasting approximately 1-2 hours each, between February 2013 and XX, 2014. Additionally, approximately 80 hours went into the writing and assembling of the final report for the Hutto City Council.

The Work Plan

The initial meeting of the Task Force provided members with an overview of the following:

- The charge to the Public Safety Task Force from the Hutto City Council;
- The proposed timeline for the committee's work;
- The list of proposed SME presentations and presenters;
- The existing status with Hutto Public Safety agencies and service delivery models.

At meetings held between February 2013 and March 2014 SMEs and public officials presented information and data to Task Force members about the growth and challenges facing the Hutto Community. After each presentation, a question and answer session was held. A full list of all presenters can be found on page X of this report. Additionally, Appendix 4 provides the PowerPoint presentations from those programs.

Using the information and data presented (see Appendix 5 for a full list of reference material), Task Force members began the decision-making process that led to the list of recommendations found in this report.

Decision-Making Process

The Task Force used simple consensus for the decision-making. The process included the following steps:

Appendix 3: Detailed Process Overview

1. The Task Force developed broad criteria to be used as a guide in developing the final recommendations;
2. The broad observations and conclusions were used to develop a list of action items;
3. The Task Force identified recommendations for each action item;
4. Action steps were developed for each recommendation;
5. A draft report was written, reviewed, and edited by Task Force members;
6. Final review was conducted by the Assistant City Manager.

DRAFT

Appendix 5: Resources

The following resources were utilized in the development of this report.

- (2012) *Improving The City of Hutto's ISO Public Protection Classification (Areas Afforded Fire Hydrant Protection: A Report From Mike Pietsch, P.E. Consulting Services, Inc. To The City of Hutto.*
- (2012) *Improving Williamson County ESD #3's ISO Public Protection Classification (Areas Afforded Fire Hydrant Protection: A Report From Mike Pietsch, P.E. Consulting Services, Inc. To Williamson County ESD #3.*
- (2004) *Effective Fire Protection: A National Concern. ISO Properties, Inc.*
- (2010) *Standard for Providing Fire and Emergency Services to the Public, NFPA 1201*
- (2010) *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, NFPA 1710*
- (2013) *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, NFPA 1221*
- (2013) *Standard on Disaster/Emergency Management and Business Continuity Programs, NFPA 1600*
- (2013) *Guide for Emergency Medical Services and Systems, NFPA 450*
- (2009) *Emergency Medical Systems: A Guidebook for Fire-Based Systems, (4th Edition), IAFF*
- (2007) *Prehospital 9-1-1 Emergency Medical Response: The Role of the United States Fire Service in Delivery and Coordination*